

Communication and management of changes during a large scout camp

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Degree programme Multilingual Management Assistants	
Report/thesis title Communication and management of changes during a large scout camp	Number of pages and appendix pages 35 + 5
<p>The objective of the thesis is to ascertain the best ways to manage changes and communicate them in large scout camps. Scouting is a hobby and youth movement, with all camps run through volunteer work.</p> <p>The theoretical framework first addresses camp preparations and risk management, with the idea that most changes can be avoided with good planning. Then, the focus moves to the different aspects of change management. The last part of the chapter handles communication from different points of view, for instance different communication channels, as well as communication plans and difficulties within communication.</p> <p>The empirical part of the thesis discusses the research done, which was implemented through both quantitative and qualitative methods. Data were collected with two surveys that were sent to scouts, as well as with a semi-structured interview with a camp project manager. The first survey was meant for scouts that have worked in a camp organization and the second for those who have worked in camp units. The surveys were open for a for a month, in March and April of 2020, and the interview was conducted in May 2020. The results were then analysed and compared to each other.</p> <p>Based on the research data, WhatsApp is the most commonly used communication channel used both internally in the camp organization and for communicating about changes to the people in camp units. The results also showed that timing is crucial for managing such changes. An interesting aspect that arose was that the development of technology might have led to a situation where changes happen (or are at least talked about) more often, because communication about them has become easier.</p> <p>The thesis ends with discussion of the results and the research's reliability, as well as giving conclusions and developmental ideas.</p>	
Keywords event communication, change management, volunteers, scouting, risk management	

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1 Introduction

Scouting is the biggest youth movement in Finland and at the moment there are over 65 000 scouts. Scouting is based on volunteer work and every year the number of hours spent volunteering in scouting is 3 million hours. (Suomen Partiolaiset 2018).

Every year some scout districts in Finland organize large, district-wide camps, that can have thousands of participants. These camps are huge projects and take a lot of time to plan. But what if something doesn't go as planned? What to do and how to inform everyone about the changes?

Change management and communication about changes are important parts of the event management process. If changes arise and are not handled with, it can lead to confusion, misunderstandings and cancellations of programme or activities. In other words, unhappy participants and volunteers.

1.1 Thesis objectives and delimitation

The topic of the thesis was chosen because of the author's own background in scouting as well as experience from working in a camp organization. The experience has shown that this topic needs to be developed and that is why it became the topic of this thesis.

The main objectives of this thesis are to find out how changes should be managed during scout camps and how all parties can get the information as soon as possible, so that the situation can be handled quickly and without affecting the camp experience too much.

The research questions for the thesis are as follows:

- How should the camp organization prepare for changes?
- How changes should be managed during camps?
- What ways of communication would work best during camps?

These questions are important in terms of event management, since they can have big impact on the success of the camp and the satisfaction of the camp participants. If no preparation for changes is done, there is a bigger chance of problems arising during the event and these problems can get difficult to solve if there have been no plans or means to solve these problems. On the other hand, if the changes that do arise are not managed properly, it can lead to more confusion amongst both the participants and staff and possibly affect the team spirit of the whole camp organization. If communication isn't done effectively during these situations, it can lead to participants and staff not knowing what is happening and make the camp experience not enjoyable.

Since quite a few changes can be avoided with detailed planning, preparation for changes and basics of risk management are included in this thesis. Change management during a large camp is strongly related to communication and these two are the main topics. The thesis focuses on sudden changes, such as scheduling mishaps or weather conditions. These kinds of changes might not lead to disasters, but they can affect the event experience negatively. If for instance some programmes are scheduled on top of each other so that participants can't join both or there is a problem with the schedule and the participants have to wait for an hour in the blazing sun for the programme to start. These kinds of situations can really stick to the participants' minds and also affect their decision on whether or not they want to participate in an event again. Especially in case of scouting, if there are people who are not yet scouts but are there to get to know the hobby or are wondering of joining, these kind of experiences can make them not interested in the hobby.

Crisis management is not part of this thesis, since there are already instructions on how to make crisis plans available for scouts. The objective of the research is to first find out how things are done now and then based on the results how they could be made better.

1.2 Key concepts

This sub chapter explains the key concepts and terms that are used throughout the thesis.

Change management: According to Prosci (2020) "Change management is the discipline that guides how we prepare, equip and support individuals to successfully adopt change". In case of events this means that the event planning process has to take change management into account in order to prepare and take care of changes, so that the event organization as well as the participants of the event can successfully handle and survive changes.

Event communication: Event communication means all of the communication relating to events. This includes for instance communication to market the event, communication towards participants and also internal communication inside the event organization. This thesis focuses on communication during the event both inside the camp organization and communication between the camp organization and the event participants.

Scouting: Scouting is a diverse hobby for many. The youngest scouts are 7 years old and there is no maximum age limit. Scouts are divided into six age groups, one of them being

the adults. Scouting functions in local associations (troops) and their size can vary from 20 to 200 people. There are over 700 working troops in Finland.

Volunteer: Volunteer is someone who works for an event without getting paid. Sometimes this means that they get to participate in an event free of charge or gain something else for their work, for instance experience. When it comes to scouting and scout camps, volunteers usually pay the participation fee to get to the camp and then work in their respective jobs throughout the camp. Volunteer work is the basis of scouting.

Scout camp: Scout camps are events that are planned and executed by scouts, usually on a volunteer basis. This thesis focuses on larger camps, such as district camps and national camps, also known as Finnjamborees. The size of larger camps can vary from a few hundred to thousands of participants. When it comes to large camps, the process usually starts around two or three years before the camp. The key concept of a large camp is that it is based on volunteer work, all of the adult scouts have to have some kind of a job at the camp, whether it's a role in the camp organization or a leader of a group of kids in the camp unit.

Camp organization: Camp organization means the volunteers who work in the camp functions, such as programme, services, communications etc. Some of them have been working to plan and execute the event before it started, and some come to work on their jobs when the camp starts. The camp leader(s) and board of leaders are recruited first at the beginning of the whole planning process and they are on top of the camp hierarchy. The board of leaders start the planning process and gradually recruit more scouts into their teams. Also, larger camps usually hire a project manager to oversee the whole camp project. The camp organization then grows, and the planning goes forward.

Camp unit: When scouts participate in larger camps, such as district camps, multiple troops form camp units. The size of the camp units can vary between camps, but usually a camp unit has 60 to 100 scouts. Each camp unit chooses a camp unit leader from the adults that are participating in the camp. Participation to camps requires a lot of preparation, since the camp unit needs to make sure they have enough adults to take care of the children and they need to bring a lot equipment with them. Each unit gets their own spot for the campgrounds where they can create their small camp village with their tents and equipment. The children of the camp unit participate in their own age group's camp programme and activities and the adults work either at the camp unit as leaders or they take a job from the camp organization.

2 Theoretical framework

This chapter focuses on the theoretical framework. The theoretical framework for this thesis is constructed with literature on event management, project management and communication, online articles by event professionals and the author's 14 years of experiences and knowledge of scouting.

The chapter has been divided into three main topics; The first sub chapter is all about preparations. What kind of risk management should be done, what about plan B? The second sub chapter handles change management. What to do when something unexpected happens? The last sub chapter is about communication. Different communication channels, what should be taken into account when planning the communication for a camp and what kind of difficulties can arise with communication.

2.1 Preparing for changes

Changes that arise during events are in most cases inevitable, but there are always measures to prepare for sudden changes or to avoid them completely. A big part of planning and preparation of events is risk management. Also, other ways to prepare include making plan Bs and simulating the camp a few months before it actually happens.

2.1.1 Basics of risk management

When planning events, such as camps, the planning process has to include risk management. The definition of a risk according to the Cambridge Dictionary is "the possibility of something bad happening". Risk is not the emergency, damage or loss itself, it's the possibility of those happening (Fenich 2015). According to Allen, O'Toole, Harris & McDonnell (2011), special events are particularly prone to risks, because of the unique venue, large number of participants, new volunteers and general excitement about the event.

Risks can be divided into two categories: risks that can be anticipated and risks that emerge during the event. Köstner's (2010) risk management cycle is depicted in figure 1 and it can be used when getting started on the risk management process.



Figure 1. Risk Management Cycle (Köstner 2010)

To get started on the risk management process, you need to understand every aspect and detail of the event. How many people are going to participate, how is the camp managed, are there stakeholders etc. Depending on the size and organization of the camp, it could prove useful to create a risk team, that is in charge of the risk planning. It is good to have people from different areas of the organization to plan for risks, since it brings more perspectives and views on the process (Fenich 2015).

According to Köstner's (2015) risk management cycle (figure 1), risk management process starts from identifying risks. It means to come up with a list of possible risks at the event. If it's possible, it can prove useful to take a look at previous events and their risk planning and management. Events can often follow the same patterns and especially with scout camps, since most of them follow the same model. This can help when coming up with possible risks and also with possible solutions. It is also useful to ask from previous project managers or camp leaders about the process they did and what they learnt from it. You can then apply these to the project in hand, in this case the camp. However, it should be kept in mind that times and ways of working change, and variables with different events change, so the lists of risks can't be just copied, each risk has to be thought out and adjusted to the project in hand. When a list of risks is constructed, the risks can then be divided into categories, for instance by categorizing them by based on what causes the problem or what is affected by it.

The next part of risk management process is risk analysis. After the possible risks have been identified, they now need to be analysed based on their likelihood of occurrence and impact on the project (Köstner 2010). This is necessary, because often the list of possible risks at the event can be very long and if the event planner would plan and prepare for all of them, it will take time away from the actual event planning (Fenich 2015). The risks can also vary from being minor (small scheduling conflict with the programme) to being very major (a life-threatening accident). What risks affect the objectives of the camp? What are the parts of the camp that are most vulnerable to risks? Is the programme highly dependent on weather conditions? Is there a lot of knife handling, climbing or other possibly dangerous activities involved in the programme? Where is the camp held, are the transportation measures limited? Probability-Consequence table (Table 1) by Fenich (2015) can be very helpful while analysing risks and determining what to do next.

Table 1. Probability-Consequence Analysis (Fenich 2015)

Probability	High Probability, Low Consequence ACCEPT or MANAGE	High Probability, High Consequence AVOID or MANAGE
	Low Probability, Low Consequence ACCEPT	Low Probability, High Consequence MANAGE
	Consequence	

The third part in the risk management cycle (Köstner 2010), as depicted in figure 1, is planning for risks. Now that the risks have been analysed based on their probability and consequences, it's time to think about what to do to these risks. How can some of them be avoided or how can the impact of them be reduced?

Risks can be avoided by planning (Köstner 2010). If you take them into account early on in the planning process, you can come up with solutions on how to avoid them. For instance, if the risk would be rainfall during a programme, a solution for that could be renting a tent so that the programme can be moved there.

Risk mitigation is about reducing the likelihood of the risk occurring and/or reducing the impact of the risk (Köstner 2010). When working with events some risks cannot be avoided, so it is necessary to plan ahead so that when those problems occur, the impact of them is not too major. In case of camps this could for instance mean that in case of a medical emergency, the camp should have medical professionals and equipment to handle emergencies up to a certain point. Also, in case of more dangerous activities, there

should always be enough adults supervising and helping with safety. This helps to prevent and/or reduce safety problems.

Some risks are unavoidable or they are considered manageable so they can be accepted (Köstner 2010). This doesn't mean that nothing should be done. These risks need to be taken into account when planning the events finances; there should always be extra budget for possible problems that come along the way. For instance, there will always be some scrapes and cuts during a scout camp. You will just have to take that into account and make sure that there are enough bandages and other first aid equipment for those situations.

Risk transfer is one way of planning for risks. This works if the risk can be transferred to another party (Köstner 2010). The risk won't go anywhere, but the responsibility of taking care of it will now be someone else's. According to Fenich (2015) the most common ways of transferring a risk are insurances and contracts. Buying insurance shifts the financial risk to the insurance company and with a contract you can shift the risk on to for instance supplier, but it has to be apparent in the language of the contract. Contracts and insurance can't prevent people from getting hurt or equipment from getting broken, but it can move the financial risk on someone else.

The fourth part of the risk management process is monitoring and controlling risks. The list of risks and the risk plan should always be monitored and updated with new developments (Köstner 2010). Hopefully, everything to prevent and/or manage the risks will be done before the start of the camp but situations always change. Still, by planning well ahead, many risks can be managed or avoided completely and this way the chance of sudden changes arising during the camp can be reduced.

2.1.2 Make a Plan B

Before the event/camp you should think of a plan B in case of something going wrong (Superevent 2019). With larger camps different areas of the camp should have their own plan B's since they are the experts of their own areas. For instance, the camp office should have hard copies of participant lists in case there are problems with the computers or electricity. All of the plans should be written down so that the information isn't just in the manager's or leader's head. It should be made clear as to who is the person responsible for resolving problems that may arise (Superevent 2019).

2.1.3 Event simulation

If possible, an event simulation can be done before the event starts. Running through the event with all of the staff (if possible) can help to find aspects that have yet to be taken into account during the planning process or things that won't work as planned and that have to be changed. In case of camps this can be more difficult since the camp organization is often quite large and it can be difficult to get all of the staff to the location. When a camp simulation is done together, people from different parts of the camp organization meet and might realize that they have to plan some things together with another team.

The event staff can meet at the venue or location of the event if possible and go through the event, or in case of a longer events such as a camp, at least one day of the camp schedule. Some things that can be thought about while doing a camp simulation are:

- How are the participants arriving to the camp site and where do they go once they arrive?
- How long does it take from the camp units to move from place A to B?
- Where are the different aspects of the camp located?

When these aspects are thought about before the camp, it can help to prevent changes that happen during the camp.

2.2 Change management during an event

Even if everything has been meticulously planned ahead of the event, events do have a lot of variables that can change quickly. There are certain steps to be remembered in case something isn't going according to plan.

The first thing to do is remain calm (Endless Events 2014). The leader or manager has to come up with solutions to fix the problem and not start to panic or let the situation escalate. The whole team will look up to their leader and the best way to keep everyone calm is to be an example. Attitude is the key; if the manager/leader stays positive and thinks "we can solve this", the rest of the team will take the example and work hard to solve the situation. This is also important for the participants. If the staff looks calm and collected, it will reassure the participants that everything's fine.

In case of sudden changes, the experience of the camp participants must be priority number one (Superevent 2019). The people managing the change should put themselves in the participants' shoes and think about how they are feeling about the situation. For instance, would the people rather be confused and/or annoyed by constant changes to

timetables than missing a part of the camp programme and therefore camp experience? Neither of this is ideal but what would be better for the camp experience? Try to listen to the participants and take their opinions into account.

It is important that the volunteers who work in different areas of the camp know what to do or who to contact in case of arising problems/changes. Because scout camps are based on volunteer work, people come from different backgrounds. Also, some tasks at the camps are divided into the camp units and this is done during the camp. Because of this, there might not be any training for some tasks available before the camp. This is why it's crucial to have someone who can help and tell each volunteer what to do when they come to work.

2.3 Communication during a camp

A key part of managing changes during an event is communication. When unseen situations arise, the correct people have to be informed about them. Good communication will give the camp participants a more satisfying event experience and it will also make the scouts working at the camp happier and more motivated for their work towards the camp. This chapter covers communication plans, communication channels and difficulties that may arise in the field of communication.

During large events, immediacy of information is important. In order for people to react and act on the information, it has to be delivered in a way that everyone receives it on time (Allen, Harris, O'Toole & McDonnell 2011). When planning the communication channels to be used during an event, it's good to compare different channels and think about the strengths and weaknesses of each option (Dowson & Bassett 2015).

Event venues can vary a lot based on the types of events. For instance, meetings and conferences can be held at hotels or conference centers and, then again, camps are usually located at camp sites in the nature. The venues need to be taken into account while planning the communication of an event. When it comes to camps, the camp sites for bigger camps are often quite large and people move around to different parts of the camp. Because of this, the communication channels used have to work everywhere on the camp site, so that the right people get the information they need. There should always be maps and signs that show where both participants and staff can find certain functions of the camp, for instance camp office, service center and camp hospital. The main issues of on-site signage are position of the signs and maps, as well as the clarity of them (Bowdin, Allen, Harris, O'Toole & McDonnell 2011).

Large camps always have a Wifi connection available, since a working internet connection is crucial for both communication channels and other camp functions, such as intranet and camp participant register. There should be a password protected Wifi network that is only available for camp functions, such as project office and service center. This helps to ensure that the network won't get overloaded from the participants devices, that could lead to camp functions not working properly. There can be a separate Wifi connection that is open for all camp participants.

2.3.1 Internal communication in the camp organization

Efficient internal communication is key to managing changes during an event. If something unexpected happens, different parts of the camp organization have to get the information fast, so that they can help to solve the situation on their part. Some of the camp staff meet their managers for the first time at the start of the camp and the team leader's need to make sure that their team members know how the different communication channels work.

When working with large events, an on-site communication plan should be created (Bowdin, Allen, Harris, O'Toole & McDonnell 2011). The plan should make it clear who is in charge of which area of the event. When working with large scout camps, the camp organization is divided into different areas and these individual areas can then make their own, more detailed, plans. This is important for the flow of the event, in case something changes, the correct persons have to be contacted. Having the plan already at hand in case something happens makes it easier for volunteers who might not know the camp organization that well. A simple communication plan can include:

- name
- position
- location + area of the camp organization (e.g. service, programme etc.)
- telephone number
- radio channel
- who the person is reporting to
- what the person is responsible for

A communication plan can be done in for instance table or list format. Table 2 shows a simple and clear communication plan, that has all of the right information needed for an event communication plan. The plan is based on Bowdin, Allen, O'Toole, Harris & McDonnell's (2011) communication plan, but the names and camp areas and functions are adapted to fit scout camps.

Table 2. Simple Communication Plan. (Bowdin, Allen, O'Toole, Harris & McDonnell 2011)

Name	Position	Area, location	Telephone number	Radio	Reporting to	Responsible for
Rebecca Rover	Camp Office Manager	Service, Camp Office	XXX	01	Service leader	Camp office
Ashley Adventurer	Rover Programme Manager	Programme, Rover Valley	XYX	02	Programme leader	Rover Programme and Rover Valley
Thomas Tracker	Camp Hospital Manager	Service, Camp hospital	YYY	03	Service leader	Camp Hospital and First Aid Functions

In order to make a communication plan, it is recommended to have an organizational chart, that shows clearly which teams are a part of which camp area, and who is responsible for what. Figure 2 shows a simple model for an organizational chart. The model can be edited so that each box has both the name of the person and the job title.

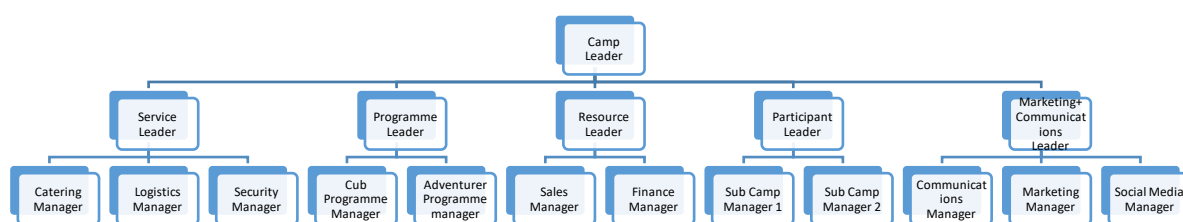


Figure 2. Organizational chart model.

It's important that the team leaders and managers make sure that they inform and teach their own teams. According to Åberg (2006), there is a clear connection between satisfaction with communication and satisfaction with work. Staff who are satisfied with

communication are more satisfied with their work. A key factor is how the team leader is seen as the intermediary of information (Åberg 2006).

Face-to-face communication is very important for internal communication. When communicating face-to-face, people are able to read non-verbal signs, which leaves a smaller chance for misunderstandings. Meetings are a great way of sharing information from different aspects of the camp and they allow an easy pathway for discussion and feedback.

Often used communication devices for events are two-way radios. Radios are a great way to reach people fast and channels can be divided to different parts of the camp organization, for instance security, emergency services etc. However, if the camp site is very large, the radios won't work for all parts of the camp. The team leaders need to make sure that their team members know how the radios work and that they know what the protocol is. This is important when using radiophones, so that communication is clear and effective. The get someone's attention can be simple, such as "Rebecca calling Ashley" and answering the call can just be "Go for Ashley" (Matthews 2016). This might seem clear to people who have used radios beforehand, but with scouting it needs to be taken into account that some of the staff might not have previous experience from it.

Mobile phones are possibly the most used devices for communication. Everyone has one and they can be used for both calls and text messages. In case of change communication, immediacy is crucial and that's why calling instead of texting works the best. For a larger camp, purchasing some mobile phones for key functions of the camp can be very efficient, for instance one phone for camp office, one for service centre etc. This way the phones can move from person to person, for instance the emergency crisis telephone can be passed on so that the same person doesn't have to be on call for the whole week. For both the radios and the phones to work it has to be made sure that everyone knows which radio channel is which and from what telephone number you can reach who.

Microsoft Office is an often-used platform for scout volunteers and the planning processes are often done using the software. Camp staff from certain level of hierarchy all have organizational Office accounts, which lets the staff to use for instance Outlook and Teams for communication. However, these apps work best on computers and might not work well for teams who are on the go during the camp or don't have access to computers or laptops. Even though emails are not best way to communicate during a camp, they are great for sending a lot of information at the same time, since formatting and writing a longer text works better in email rather than in a text message. Also, if something needs to be printed, it's easier to go to the camp office and print an email than a text message.

2.3.2 Communication between the camp organization and camp participants

Good communication is key for a great event experience. If the participants are on track on what is happening at the camp and communication is clear and easy to understand it makes the experience much more enjoyable.

The fastest and most efficient channel for communication is mobile phones; calls, texts and WhatsApp. Mobile phones make it possible to send out information to a large number of people at once and this way reaching most of the participants. WhatsApp makes it easy to form groups for instance for each sub camp and the app allows lists, where only the admin sends out messages. This can be used for sending out camp announcements targeted for certain age groups only.

During larger camps it's important that camp unit leaders get informed about possible changes as soon as possible, since they are the ones who have to instruct all of the leaders and children in the unit. Usually the only time where leaders have time to meet and discuss about the camp is when the children are asleep. This means that the camp unit leaders should have all of the information about the following day available by then, so that the unit can plan ahead. During the camp days the children are divided into their own age groups and they are doing the camp activities with their leaders. In case changes happen during this time, it can be difficult to get a hold of the leaders and let them know about the situation, since the leaders might be busy taking care of the children and are not looking at their phones.

2.3.3 Difficulties with communication

There are some difficulties that arise with communication, especially during scout camps.

Scout camps rely on volunteers and scouts are used to it. However, sometimes this can lead to difficulties during the camp. Volunteers can have very different motivations towards their work at the camp and views can differ quite a lot. Things can get quite heated, because scouting is an important hobby and scouts are often passionate about it and they can have different views on how things should be handled. It also needs to be kept in mind that the scouts paid to come to the camp, so they need to have a chance to get some of the camp experiences as well and to not work throughout the whole camp. The free time of the volunteers should be respected, and the team leaders should make sure that they get the rest they deserve and that they are not bombarded with work messages or calls during their free time, if that is possible.

In case mobile phones are used for communication, it has to be made sure that each volunteer and camp unit leader has a chance to charge their phone and power banks somewhere.

Larger camps can be at least a week long and because of the structure of larger camps, the camp days are often hectic and people move from place to place. It's difficult to find personal space and time so both participants and staff can start to feel fatigued or frustrated. Emotions can become heightened and it can lead to misunderstandings or heated situations, especially if there is no one to talk to or to vent about situations. These situations require patience and especially the managers and team leaders have to try to keep their calm. It's also important to acknowledge if something like this is happening and then give some space and time for the person to cool down.

3 Research approach and methods

This chapter presents the methods and data collection for the research as well as justification for the methods used. It also gives a brief introduction to the data collected as well as how the data was analysed.

3.1 Data collection and methods

The main objectives of the research are: how changes should be managed during large scout camps and how the camp organization should prepare for those changes. Another objective for the research is to find out what ways of communication work best in case of scout camps. Based on these objectives, a mixed-method of both quantitative and qualitative methods was chosen. Quantitative method works best with finding out what is already done and how. Qualitative method helps to find out why something is done and what may be the background reasons for doing something in a certain way. Qualitative method helps to understand the whole topic better. This is why a mixed-method was chosen, as it provides more diverse answers to the research questions.

The quantitative research was conducted by surveys and the qualitative research was conducted by the surveys as well as a semi-structured interview.

Data for the research was collected by sending out Google Forms surveys to scouts. There were two different surveys; one for those who have been working and volunteering in a camp organization and one survey for the participants who worked in their own camp units. It was important to make two different surveys, so that the collected information would be as diverse as possible.

The population of the study was 384 scouts, that are members of a private Facebook group of the Häme scout district, this made the sampling non-random. The Facebook group was chosen as the target because of the fact that the members of the group are of different ages and backgrounds both in their personal and scouting lives. In order to get diverse answers and opinions, it felt logical to target this group. Also, Häme scout district had its district camp in 2019, so the topic would hopefully be fresh in people's memories.

The goal was to get at least 25 answers to both questionnaires, so 50 answers in total. Taking into account that not all scouts are active on Facebook and that some might not have experience on the topics, 25 seemed realistic and it could already give diverse answers and opinions on the topic.

The survey links were published in the Facebook group on 26.3.2020 with a description in Finnish. The surveys itself had descriptions both in Finnish and English and the questions were also in both languages. This way it also gave the opportunity to answer straight in English, which would help the analysing process later on. The survey was closed on 26.4.2020.

Both surveys had multiple-choice questions and the camp unit survey had also Likert scale questions. These provided quantitative answers to the research questions. The surveys also had open questions, that allowed the survey participants to give more elaborate answers on the topic as well as concrete ideas as to how things could be made better. These resulted in more qualitative answers.

As the main part of the qualitative part of the research an interview was conducted. It was executed as a semi-structured interview. According to Robert Wood Johnson Foundation (2008) a semi-structured interview means that the interviewer has a list of questions and topics that are to be covered during the interview, but the list doesn't have to be followed in a particular order, if the conversation moves to a different topic.

The interviewee was chosen based on her previous work as the project manager of a district camp. Project managers often know a lot about the camp because they work closely with the camp leaders and board of leaders. Project managers for larger camps are often paid instead of volunteers, so the camp project is work for them, instead of a hobby. This way they might see the camp with different eyes compared to the volunteers.

The goal of the interview was to get a deeper meaning to the research topic and to understand why things are done the way they are and also to hear what the camp organization and the scouts or paid staff themselves have learned from the past and how things could be done better.

3.2 Data introduction and analysis

Both surveys that were published in the Facebook group gained surprisingly small amounts of answers. This might have been because the post got lost on individuals' Facebook pages. There were also other surveys circling the group at the same time and this might have had an impact on the results.

An interview with Jenna Kankaanpää, project manager of the Häme district camp Ilves19, was conducted on 6.5.2020 through Microsoft Teams. Even though only one interview was conducted, it offered a lot of information on every aspect of the research goals. It

offered more understanding as to why certain things are done and how they should be done better. The interview was conducted in Finnish, so the content had to be translated. The interview was recorded with permission from the interviewee.

To analyse the data collected with the surveys and interview, the answers are first introduced and analysed separately and then the results are compared to one another to form cohesive results.

4 Results

The goal of the research was to find working solutions for managing change and effective communication channels that can be used during camps. This chapter focuses on the results of the research. It starts with introduction to results from each data collection method and ends with a summary of the results.

4.1 Scouts that worked in the camp organization

The survey that was targeted to scouts that had worked in the camp organization gained 13 answers, so the participation percentage is ~3,39 % of the population of the survey (384). The expected number of participants was 25, so there were clearly not as many answers as was expected. However, there is also no way of knowing how many of population have been working in a camp organization.

An interesting aspect that arose with an answer to the open question on the topic was that one participant wrote that during a camp there seemed to be a lot of changes and wonders if the fact that communication is easier nowadays affects the number of announcements and changes that happen. This can be very true, because in the past some changes might have been swept under the rug and dealt with in silence since there might not have been efficient ways to communicate about the changes, at least not in a fast way.

4.1.1 Communication in case of changes

The survey participants were asked if their teams had a communication plan that was used. Based on the answers, as seen on table 3, many teams had communication plans telling them who to contact in case of changes.

Table 3. Teams using a communication plan.

Did your team have a communication plan?	
Yes	10
	76,9 %
No	3
	23,1 %
Total	13
	100 %

As table 4 shows, most of the survey takers found that their team got informed about sudden changes. This is crucial during larger camps, because different parts of the camp organization have to know what's happening so that they can do their job properly.

Table 4. Teams informed of sudden changes.

Did your team get informed about sudden changes?	
Yes	10
	76,9 %
No	3
	23,1 %
Total	13
	100 %

The participants were asked to describe if and how the information about these sudden changes affected their work. 12 out of 13 people answered this question with clear answers, giving the impression that this topic is important and the communication about changes does have an impact. A recurring theme was that sometimes their team got the information but a bit late, which caused some problems. This further proves that when talking about events, time is significant when handling changes. Interestingly, even though almost all teams had communication plans, it still took time for the information to get to the right people. Now this might be because there were so many people to be informed that it took time to get the information to everyone or the communication plans that the teams had were not detailed and instructive enough.

Some participants gave examples on how changes affected their work. For instance, since the security makes sure no outsiders get into the camp area, there were problems to get programme workers that were coming to the camp area just for a day to help with the programme, since the information about their arrival took longer for the security staff to get than was expected. Also, in the case of the camp office, sometimes it took time for the office to get information they needed to do their work. The camp office is crucial part of the camp customer service and the office should get the information needed to help the camp participants as fast as possible. According to one survey participant, some work was done for no reason and then again some was left undone because of missed communication about changes.

There were also multiple answers that said that changes always happen, and teams should be managed in a way that they are ready to adapt their plans and ways of working in case of changes. According to one participant that was a member of the camp board of

leaders good communication is crucial to their work and during the camp it worked well which allowed them to do their job efficiently.

The participants were also asked if they had to inform others about changes. The data shows (table 5) that most participants in the survey had to inform others. This is not surprising, since a lot can happen during a longer camp. This also correlates with the answers about getting informed about changes

Table 5. Informing others about changes.

Did your team have to inform other about changes?	
Yes	11
	84,6 %
No	2
	15,4 %
Total	13
	100 %

4.1.2 Communication channels used for internal communication

The questionnaire also had questions about the communication channels that were used. Figure 3 shows the communication channels that are used for internal communication during camps that the survey participants use the most. The survey participants were given a choice of communication channels that are often used, and they were also given a chance to add their own answers.

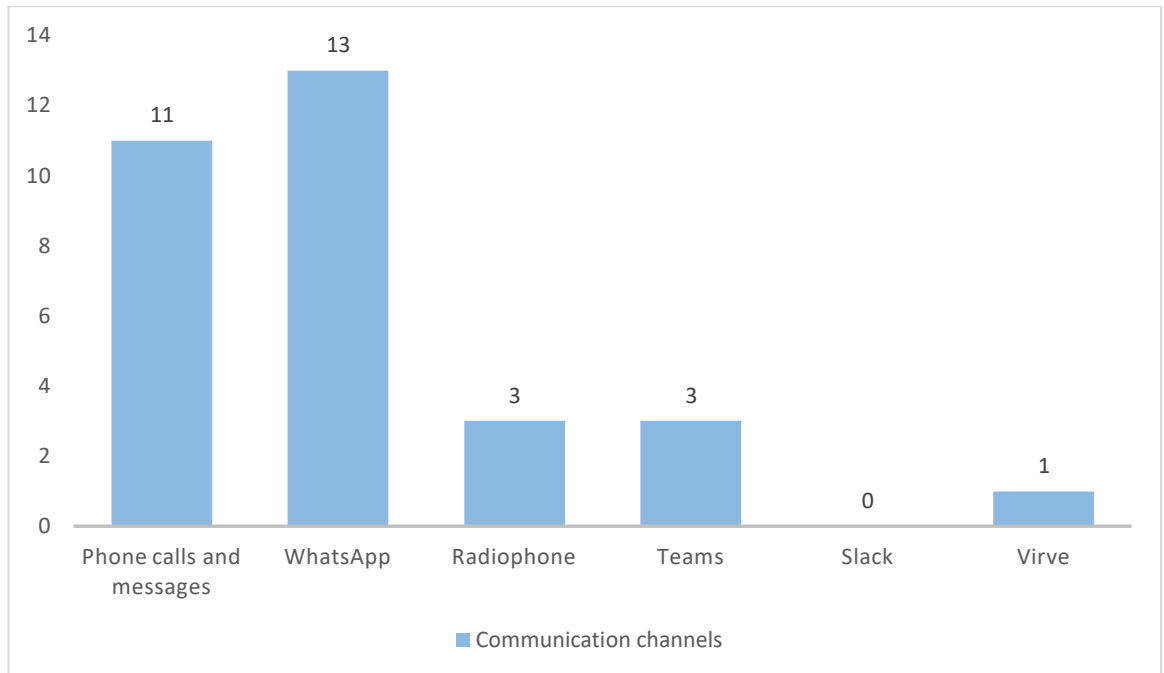


Figure 3. Communication channels used for internal communication

As Figure 3 shows, the most used channel is WhatsApp. This makes sense since the app allows people to form groups and this way makes communication between multiple people easier. You can also see that phone calls and messages are also used a lot. Radiophones are clearly less used, but the reason for this is most probably the fact that the camp organization doesn't have radios for everyone, so they are only given to certain teams. Microsoft Office is often used in scouting, especially on district and national level, so it's not surprising that some teams use Microsoft Teams during the camp, especially since there is a mobile app available.

One person wrote down their own option: Virve. Virve is Finnish company that sells radio equipment that work in the Virve-network (Virve 2020). The answer doesn't tell what type of equipment from Virve was used, but because of the nature of scout camps, it could mean radiophones.

When asked about informing others about changes and how it has been done, the survey participants found that the most used channels for these sudden situations were WhatsApp, phone calls and face-to-face conversations. This shows that in case of changes, people choose the fastest way to reach others and people prefer to talk about the situation via telephone or face-to-face instead of messaging. This way you also get the answers you need instantly, and you don't have to wait for people to answer to messages. WhatsApp works the best when in need of reaching multiple people at the same time and when the information needs to be shared but an answer is not expected or needed.

The survey also had an open question encouraging the participants to share if they had anything else they wanted to add to the topic. One participant wrote that the basic solutions on mobile phones worked the best in Roihu (Finnjamboree 2016, national camp with circa 17 000 participants), e.g. WhatsApp. In case of sudden changes, the first announcement was sent in WhatsApp or via a text message so that everyone gets the information quickly and then the solving of the problem can start.

Another participant also mentions how well WhatsApp groups work during camps and that during some camps printouts of information are given to the camp units if needed.

4.2 Scouts that worked at their own camp units

The survey targeted to scouts working in their own camp units gained only 5 answers. The percentage of the people who took the survey was surprisingly low, only ~1,30 % out of the population of 384 scouts. Because of the small number of participants, the results are not very trustworthy.

4.2.1 Information channels

The participants of the survey were asked about the information channels that they use to find information during the camp. The question was a multiple-choice question with a possibility to add your own option as well.

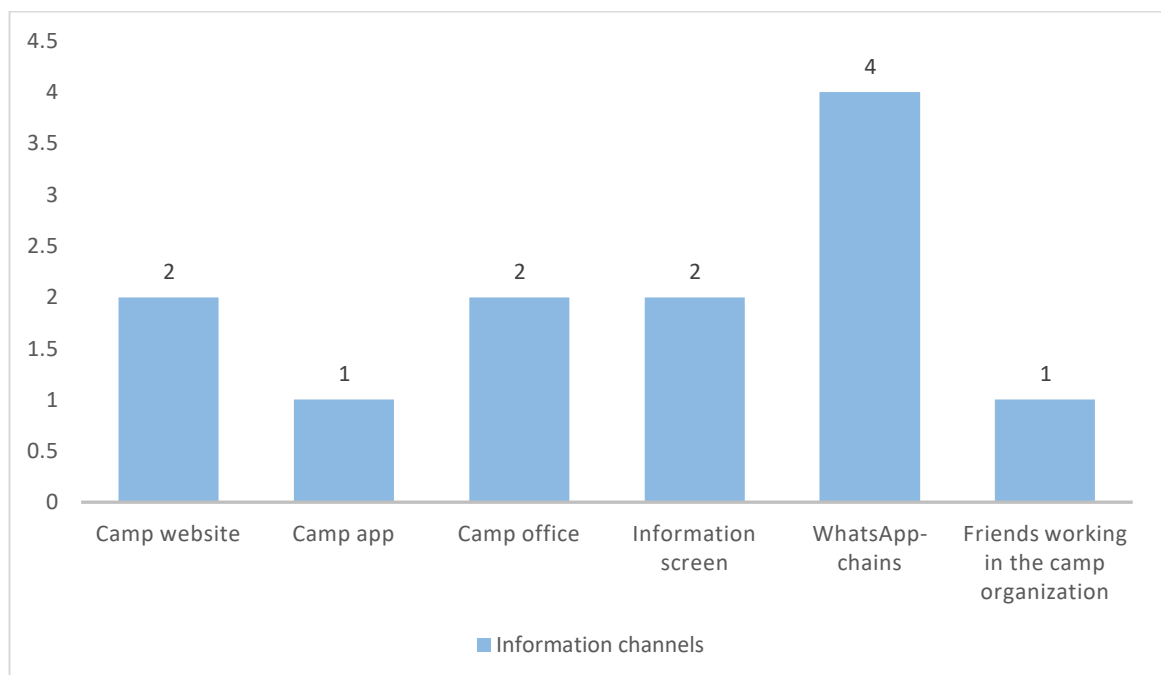


Figure 4. Information channels.

As seen on Figure 4, most of the participants chose WhatsApp as an effective way of communication. Some people also found the camp website, camp office and information screens important. Only one participant picked the camp app, the reason for this might be that camp apps are relatively new, and participants might not be as used to find information there compared to other channels. One participant wrote down that they get information from friends working in the camp organization. This is very possible and fairly often used way of getting information, since the scouts working in the camp organization are still a part of their own camp units and spend time there with familiar scouts. This might also mean that the camp organization doesn't inform the camp units well enough and the scouts have to go ask their friends about it.

This survey also ended in an open question, giving the participants a chance to speak freely about the topic. One out of five participants answered that announcements via WhatsApp are effective, if only the admin sends the messages. However, it should be done in a way where the recipients don't have to look at their phones all the time.

4.2.2 Change communication

The communication between the camp organization and the camp units was an important topic in the survey. The participants were asked whether or not the camp organization informed the camp units about possible changes and if the communication is found effectively. This was done with a 5-point Likert scale.

Table 6. Camp organization's communication about changes.

The camp organization informed my camp unit about changes	
Fully disagree (1)	1 20 %
Partly disagree (2)	0 0%
Neutral (3)	2 40 %
Partly agree (4)	1 20 %
Fully agree (5)	1 20 %

As table 6 shows, the opinions varied a lot. One participant completely disagrees and then another fully agrees with the statement. Still the majority is in the middle and that can be taken so that the camp organization managed to inform units in case of some changes but failed to do so or didn't do so efficiently in case of the rest of the changes.

Table 7. Effectiveness of communication by camp organization.

The camp organizations communication was effective	
Fully disagree (1)	1 20 %
Partly disagree (2)	0 0%
Neutral (3)	2 40 %
Partly agree (4)	1 20 %
Fully agree (5)	1 20 %

The results to this question are similar to the previous one, as table 7 shows. Participants' opinions varied but again, the middle option had the most votes. Based on these results, overall some find the communication of the camp organizations efficient, while someone else fully disagrees. This can mean that people have different expectations towards communication or that some of the communication from the organization was effective whereas sometimes it wasn't.

The follow-up question about the communication from the camp organization during the camp was an open question: "How could the communication be made better?". Every survey participant answered this question. Since there were only 5 participants, all of these answers can be taken into account.

Participant 1 writes that there should be only one communication channel to be used and that it should be one that isn't affected by the location of the recipient. It also shouldn't depend on only one person getting the information, in case the recipient's phone battery is out or the recipient is in a situation where they can't read messages.

Participant 2 writes that it has to be ensured that everyone is in the correct channels that are used for information and announcements.

Participant 3 says that it has to be ensured that leaders have the possibility to charge their phones, in case mobile phones are the main communication channel.

Participant 4 writes that it has to be made sure that correct people are in the correct channels and that the communication would be clear. The communication should be efficient and rather than there being one message every 10 minutes the information should come clearly and collectively.

Lastly, Participant 5 writes that usually the meetings between the camp unit and camp organization are after breakfast and after the kids and their leaders have gone to the programme areas already. In these meetings the camp unit leaders get the information for the day, but this is already too late because the information is needed before the kids leave for programme. During larger camps, the leaders often try to save their batteries so messaging doesn't always work. Life during a large camp is often hectic and people might not read messages very carefully. The best way to manage all of this would be to get the essential information for the next day in the afternoon or the evening so that camp unit leaders can go through all of it after the kids have gone to bed. In case of changes, it would be best to get the information to camp units before breakfast, so that all leaders can be informed before they divide into groups and go to camp programme with the kids.

To summarize these answers, it has to be clear what channels are being used, information should come to the correct people and the information should come as early as possible.

4.3 Interview

The interview began with a discussion about risk management and preparing for changes. The interviewee talked about how the camp had done some risk analysis, especially in the critical areas of the camp and had thought about "worst-case scenario" situations. The interviewee pointed out that even though larger scout camps are done quite often, and they don't vary that much from each other but still the points that usually go wrong are always the same. For instance, the delivery times for camp necessities didn't go as planned, the times were different for the supplier and customer. The camp didn't really prepare for this, even though it's something that happens often with camps. The camp had written down the risk analysis and instructions on what to do in case of certain situations, like weather conditions and this document was accessible during the camp. One thing that the interviewee pointed out was the lack of camp simulation before the camp. It had been planned but because of miscommunication and misunderstandings regarding who should lead the simulation it wasn't done, at least in the way it was

supposed to. However, even though the simulation didn't go as planned, the camp organization still found aspects of the camp that weren't really thought about and things that no one was responsible for, for instance parking. The problem with larger camps is that there are so many volunteers working on the whole project, that it's difficult to get everyone to the same place and when it does happen, the situation should be utilized.

The hardest part when working on scouting events is the fact that people are doing volunteer work and there is never really a way to know if a person has done what they were supposed to and the project manager or leader has to just trust that everyone does what they are responsible for. For instance, with this camp, it was difficult to get the plans from managers of certain areas of the camp and this then affects the preparations. It's difficult to prepare for changes if the initial plans for a certain aspect of the camp are not known to all sides. It is crucial, and also the most difficult part, that all parts of the camp share their plans. People have different ways of working and sometimes they just have to be trusted that they do what they promise to do and what they are responsible for. The interviewee also said that there were times when some of the volunteers didn't know how to use for instance the ordering system and then they went and asked help from other people instead of coming straight to the project manager, so in a way they took an unnecessary detour.

Communication came up a lot during the interview. The whole camp didn't have a communication plan that could be implemented in case of changes, but there was a crisis communication plan for more severe situations. During the camp there were situation when information didn't get from one area of the camp to another and the interviewee said that the camp organization's internal communication wasn't really a part of any team's responsibilities. The marketing and communication team mainly focused on social media and external communication, as well as communication to the camp units. The camp had a camp unit folder containing almost everything there was to know about the camp and the folders were printed out and given to each camp unit. The folder was also available online and different areas of the camp updated the folder also during the camp. The interviewee thought that this may have led to people thinking that everyone would read about the changes from the folder, so they didn't necessarily inform others via other channels. There were also problems with information flow to the camp units because of the same reason, the folder didn't maybe work the same way as what was planned beforehand.

The interviewee pointed out how important it is for the staff of the camp to feel like a part of the project and to be in good spirits, because it helps them to communicate with each

other. How the staff is feeling about themselves and the camp reflects to how they work. When people know each other and are more comfortable with each other it helps them to talk to one another and also makes working easier, when they know who is responsible for what. If no one asks about certain things, it often leads to them just assuming that “I guess they are taking care of this” and this can easily lead to things going wrong.

The channels used for communication were mostly mobile phones and WhatsApp. Only security, medical and logistics teams were using radiophones. Different teams and areas of the camp had daily meetings where they would talk about the next day or they would be handling the changing situations happening at that time. If possible, face-to-face meetings work well when managing changes. It's good if certain aspects of the camp, for instance the project office, service centre, camp office and logistics, are located next to each other so that it's easy to go talk about things face-to-face. It's beneficial if the whole staff knows where they can find different teams so that in case of urgent situations people are easy to find. If there is some kind of debacle happening, it's often good to talk face-to-face about it because with messages there's a greater risk of misunderstanding and also with calls the situation can be exaggerated. People react differently in stressful situations and if a person can't see and read the nonverbal communication it can only make the situation worse. The difficulty with larger camps is that camps are long, often longer than a week, and that can lead to fatigue and emotions can be elevated. Also, during scout camps, people are volunteering and scouting is their hobby, so the attitude towards it all can be very different from for instance work situations. People come from different backgrounds and have very different views on how things should be handled.

Communication to the camp units was mainly done with WhatsApp groups, daily meetings and the camp unit folder, that was updated constantly. There were also WhatsApp lists, that worked for one-way communication, for instance with announcements. There were lists for different age groups and leaders. The WhatsApp-lists were mainly for smaller announcements and it wasn't expected that everyone was a part of the lists, they were meant for additional communication only.

Overall, there weren't that many changes that happened during the camp. There were some things that arose during the camp that hadn't been discussed beforehand, for instance, it came into light that the security team and the programme team hadn't talked about how people would move to the opening ceremony. This led to those two teams to having to come up with solutions quickly. Or at one point of the camp the eating times had to be altered a little because it was revealed that one of the kitchens didn't work as

planned so they had to change the times each camp unit went to eat. The changes weren't too major, only 5 to 10 minutes change into the eating schedules.

In conclusion, no matter how good of a job the camp organization does, there is always something that doesn't go as planned. If there were more people working on the camp that were paid, for instance the whole board of leaders, it wouldn't take two years to plan the camp. But as long as it's done this way, so 1-3 paid workers, it should be expected that something might not go according to plan. When one camp manages to fix a previously found problem, something else goes wrong the next time. Often scouts are also merciless when it comes to camps and planning and implementing larger camps even though scout camps are difficult to execute. Often scouts belittle themselves when talking about organizing camps and events, even though for non-scouts the achievements can be seen as a big deal.

To conclude, the things that could have been better would have been a better camp simulation and the fact that some people should have been introduced to each other a lot earlier in the process so that the communication about certain things could have been done better. You can't think about internal communication too much in case of the camp organization. When the right people find each other, it makes it a lot easier to plan and prepare for the camp.

4.4 Summary of results

Based on all of the data, the most used way of communication is WhatsApp and phone calls. Both the camp organization and participants use the app and think it works well, if it's made sure that the information goes out to the right people.

Face-to-face meetings and conversations were seen as important for communication. When communicating face-to-face, the participants are able to read each other's body language, which leaves less room for misunderstandings. Also, in a situation when the other person is stressed and worried, someone else's calming behaviour will help the other one to calm down.

What can be seen from the data is that timing is important. The different areas of the camp organization need to get information fast so that changes can be managed efficiently, and more problems won't arise. For the camp units, the information should come early enough so that camp units can share the information with everyone before the unit divides into groups to go participate in camp activities.

According to the surveys, different teams had communication plans, but in the interview, it was mentioned that the whole camp didn't have a common communication plan and that communication inside the camp organization wasn't really anyone's responsibility.

An interesting point that rose from the camp organization survey was the fact that maybe because communication has become easier, there seems to be more changes. This might be because of the fact that before some changes were handled without letting everyone know about them, and they were kept under the radar. One participant in the camp unit survey said that the communication should be clear and collective, instead of sending new information and messages every 10 minutes. It might be that in the past the announcements and information that was sent to units had been thought out more and all of the information had been combined into one message. New technology makes it easier to send out multiple texts in a short amount of time. This can however lead to information overload and make it harder to know what information is correct for the situation and what should be done.

Based on the data gathered from the interview, communication is key to preparing and managing for changes. If the different parts of the camp communicate with each other, it makes the planning process easier and this then results in less changes before and during the camp.

5 Discussions

This chapter focuses on the analysis of the results, evaluation of the reliability of the research, development ideas, conclusion and self-evaluation.

5.1 Analysis of results

The main objectives of the research were to find how changes should be managed during a large camp and how what would be the best ways to communicate about said changes.

The research did give results on these topics; however, the change management part of the research did fall to the background and communication was the focus. For change management, the research didn't fully answer the question of what should be done in case of changes. The interview did result in some aspects that can be done before the event to prepare for changes, but actual ways (other than good communication) didn't arise. This is mostly because of the focus of the surveys shifted too much towards communication.

When it comes to the objective of finding the most effective ways of communication, the research did give good results. They showed clearly what were the most efficient ways to communicate and what channels people most often use and find to work well during this type of events. However, it needs to be taken into account that the sampling of the quantitative research did end up being quite small.

5.2 Reliability of the research

The reliability of the quantitative research is a bit questionable, since the surveys didn't get a lot of answers, especially the one targeted towards scouts that had worked in their own camp units. This means that the results of this research might not be able to be repeated with similar outcomes, since the sampling was so small. I do believe that the sampling represents the population, but because of the size it is difficult to tell. Even though the data collected from the surveys was carefully handled, it doesn't save the research since the sampling and survey form were not planned well enough.

The validity of the quantitative research is difficult to measure, since it did measure things that it was supposed to, but again, the sampling of the research ended up being very small.

The qualitative research did produce valid answers, since it did give some perspectives as to how things are done at the moment and how and why they should be done differently. Especially the interview brought up a lot of information as to how things are usually done and based on the interviewee's experience, what could be done better.

The objectivity of the research can be questioned, since the author is very close to the topic. However, the author reported the answers as they were and didn't let her own opinions affect the results. Even though the author has experience in the topic, she did not answer the questionnaires to make sure her answers wouldn't change the results of the research.

5.3 Conclusions and development ideas

This sub chapter introduces some research ideas, as well as development ideas, that are based on the results of the research. These ideas can be used when planning future camps or other events that are similar.

In the future, more research on the topic could be done. The population of this research was not big, and the results may also vary in different parts of Finland. Maybe more research where the population was more nationwide could prove useful. Also, it might be interesting to see how the preferred ways of communication vary in different age groups. This research was focused more on communication, so maybe in the future research could be done with the focus just on change management, so what are the actual ways changes are managed and how they should be managed.

The results of this thesis might be difficult to implement when planning other type than scouting events, since scout camps work differently than most events. Especially the different ways of communication and information channels can vary from organization to organization. However, some things that were found with this research can be used when planning future events, that aren't necessarily scouting related. Many other events have volunteers that might not know a lot about how events work and they need the same kind of help that scout volunteers do.

Based on the results, internal communication should be made better. The planning and organization of internal communication should become a part of the whole camp planning process. This would help the whole process, from the planning to the execution of the camp. This would make sure that people know how to get in touch with others in the camp organization and there would be someone to remind them and encourage them to do so. This could be included in a position that is already typically used during larger camp

projects or there could be a new position just for this aspect of communication. This person could be part of the communication team but be the one that brings attention to the internal communication's side of things, is a part of the communication planning process and overall helps people when they have problems with internal communication.

The daily meeting with camp unit leaders and the camp organization should be scheduled so that the camp unit leaders can get the information fast enough so that they can instruct their own camp units. For instance, the meeting about the next day's programme could be held in the afternoon, so that the camp units would get the most recent information so that the leaders of the unit can then discuss the next day during the evening/night, when the children are going to bed.

Also, when planning the communication channels to be used, it should be kept in mind that there shouldn't be too many channels in use. In case there are multiple channels in use, there should be clear rules as to what channel is used for what type of communication.

5.4 Evaluation of the thesis process

When thinking back on the whole process, I would do many things differently. I was very interested in the topic I chose, and I was motivated to do well, but after realizing how difficult it was to find sources for the theoretical part, the drive was lost. Still, the topic was very close to my heart as a scout and I was able to use a lot of my own experiences and knowledge for the thesis.

The 2020 COVID-19 situation had an effect on the thesis process, since suddenly I wasn't able to go search for source material from the libraries and I couldn't do some of the interviews, which I had planned on doing face-to-face.

I learned that when it comes to research, especially quantitative research, the surveys need to be very carefully planned. After I had already published the surveys and I was looking at the results I had gotten, I realized I could have done the survey forms very differently. I even realized that the focus of the surveys shifted towards communication and that I forgot to ask about the camp area where the survey participants worked in. This had a massive effect on the empirical part of the thesis, which I didn't realize before I started to write it. I definitely learned my lesson and I will definitely be more careful the next time I do research.

The whole thesis process was a very eye-opening experience and I do think that I learned a lot on the topic as well as my own ways of working. I believe that this experience will make me a stronger future professional in the event industry.

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Appendices

Appendix 1. Survey form for scouts that had worked in a camp organization

Muutosviestintä suurleireillä

Tämä kysely on tarkoitettu heille, jotka ovat toimineet pestissä suuren leirin organisaatiossa (esimerkiksi piirileirillä). Kysely on anonyymi.

Teen opinnäytetyötä aiheesta "Muutosten johtaminen ja niistä viestiminen suurilla partioleireillä". Tämän kyselyn vastauksia hyödynnetään opinnäytetyössä. Kirjoitan työn englanniksi, joten saatan joutua kääntämään vastauksia. Tekstikenttään saa siis vastata myös englanniksi, jos koee sen sujuvaksi itselle. Kiitos paljon vastauksestasi!

This questionnaire is meant for those, who have been working in the camp organization during a large camp. The survey is anonymous.

I am writing my thesis on the topic of "Change management and communication during a large scout camp". The replies to this survey will be used as a part of the thesis. Thank you so much for your reply!

Nenna Järvinen
Haaga-Helia ammattikorkeakoulu

*Pakollinen

Mitä kanavia tiimisi käytti sisäiseen viestintään? / What channels did your team use for internal communication? *

- ☐ Puhelut ja tekstiviestit / Phone calls and text messages
 - ☐ WhatsApp
 - ☐ Radiopuhelin / Walkie-talkie
 - ☐ Teams
 - ☐ Slack
 - ☐ Muu: _____
-

Oliko teillä käytössä viestintäsuunnitelma (joka kertoi esim. kenelle yllättävistä muutoksista tulisi kertoa)? / Did your team have a communication plan (who should be informed in case of changes)? *

☐ Kyllä/Yes

☐ Ei/No

Saiko tiimisi tiedon yllättävistä muutoksista (esimerkiksi aikatauluihin liittyen)? / Was your team informed about sudden changes (for instance relating to schedules)? *

☐ Kyllä/Yes

☐ Ei/No

Vaikuttiko tämä tiimin työskentelyyn? Miten? / Did this have an effect on your team's work? How? *

Oma vastauksesi

Täytyikö tiimisi ilmoittaa muille yllättävästä muutoksesta, esimerkiksi aikataulumuutoksesta tai ongelmasta ohjelmaan liittyen? / Did your team have to inform others about something unexpected, for instance about problems with schedules or program? *

☐ Kyllä/Yes

☐ Ei/No

Jos vastasit kyllä, mitä kanavaa käytitte viestimiseen? / If you answered yes, what channel did you use to communicate?

Oma vastauksesi

Jos sinulla on jotain lisättävää kyselyn aiheesta, voit kirjoittaa tähän. / If you have anything to add concerning the topic of the survey, you can write it here.

Oma vastauksesi

Appendix 2. Survey form for scouts that worked in a camp unit

Muutosviestintä suurleirien aikana.

Tämä kysely on tarkoitettu heille, jotka ovat toimineet suurleirillä pestissä leirilippukunnassa (esimerkiksi leirilippukunnanjohtajana). Kysely on anonyymi.

Teen opinnäytetyötä aiheesta "Muutosten johtaminen ja niistä viestiminen suurilla partioleireillä". Tämän kyselyn vastauksia hyödynnetään opinnäytetyössä. Kirjoitan työn englanniksi, joten saatan joutua kääntämään vastauksia. Tekstikenttään saa siis vastata myös englanniksi, jos kokee sen sujuvaksi itselle. Kiitos paljon vastauksestasi!

This questionnaire is meant for those, who have been working in their own camp unit during a large camp (for example as a camp unit leader). The survey is anonymous.

I am writing my thesis on the topic of "Change management and communication during a large scout camp". The replies to this survey will be used as a part of the thesis. Thank you so much for your reply!

Nenna Järvinen
Haaga-Helia ammattikorkeakoulu

*Pakollinen

Mikä oli mielestäsi paras tapa löytää tietoa leiristä (esimerkiksi aikatauluista, ohjelmasta) leirin aikana? / In your opinion, what was the best way to find information about the camp (for instance schedules, program) during the camp?

*

- ☐ Leirin nettisivut / Camp website
- ☐ Leirisovellus / Camp app
- ☐ Leiritoimisto / Camp office
- ☐ Infotaulu / Information screen
- ☐ WhatsApp-ketjut / WhatsApp-chains
- ☐ Muu: _____

Leiriorganisaatio tiedotti leirilippukuntaani mahdollisista muutoksista leirin aikana, esimerkiksi aikataulujen suhteen. / The camp organisation informed my camp unit of possible changes during the camp. *

	1	2	3	4	5	
Täysin eri mieltä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Täysin samaa mieltä

Tiedotus oli mielestäni tehokasta. / In my opinion, the communication was effective. *

	1	2	3	4	5	
Täysin eri mieltä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Täysin samaa mieltä

Miten tiedotusta mahdollisista muutoksista voisi mielestäsi parantaa? / How do you think the communication about possible changes could be made better? *

Oma vastauksesi

Jos sinulla on jotain lisättävää kyselyn aiheesta, voit kirjoittaa tähän. / If you have anything to add concerning the topic of the survey, you can write it here.

Oma vastauksesi

Appendix 3. Interview questions

Miten mahdollisiin muutoksiin varauduttiin ennen leiriä? Miten mahdollisia riskejä hallittiin?	How did you prepare for possible changes before the camp? How were possible risks managed?
Oliko mahdollisia muutoksia varten tehtymitään ohjeita, esimerkiksi viestintään liittyen? (Kelle muutoksista ilmoitetaan?)	Were there any instructions for what to do in case of changes, for instance concerning communication? (Who should be informed about changes?)
Tuliko leirin aikana ilmi jotain suurempia muutoksia tai ongelmia, miten ne hoidettiin?	Were there any major changes or problems that arose during the camp, how were they managed?
Oliko sisäiseen kommunikointiin suunnitelma (kaikille yhteinen?) vai tekikö jokainen osa-alue omansa?	Was there a communication plan for internal communication (a common plan for everyone) or did every area make their own?
Mitä eri viestintävälineitä oli käytössä, mitä välineitä käytettiin muutoksista viestimiseen, niin sisäisesti kuin ulkoisesti?	What ways of communication were used, what were used for communicating about changes, both internally and externally?
Toimiko kaikki mielestäsi hyvin, mitä olisi voinut parantaa?	In your opinion, did everything go well, what could have been done better?